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Resources Request**

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The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Mongolia and was assembled and analyzed by USAID/Mongolia.

The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Mr. Edward Birgells, USAID/Mongolia Mission Director. Related document information can be obtained from:

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ACRONYNS AND OTHER TERMS

Aimag	Mongolian province
ADB	Asian Development Bank
DAI	Development Alternatives Inc. (USAID contractor)
ESAF	Enhanced Structural Adjustment Facility
FtF	Farmer-to-Farmer (USAID activity)
FY	Fiscal year
GOM	Government of Mongolia
Great Hural	Mongolian National Parliament
GTN	Global Technology Network (USAID activity)
IDLI	International Development Law Institute
IMF	International Monetary Fund
IRI	International Republican Institute (USAID grantee)
MCI	Mercy Corps International (USAID grantee)
MP	Member of Parliament
MPRP	Mongolian Peoples Revolutionary Party
NGO	Non-governmental organization
NREL	National Renewable Energy Laboratory
OYB	Operating year budget
RCSP	Rural Civil Society Program (USAID/Mongolia activity)
Soum	Mongolian county-level unit of government
SPC	State Property Committee
TAF	The Asia Foundation (USAID/Mongolia grantee)
Togrog	Mongolian unit of currency (980 = \$1.00 in February 1999)

PART I: PROGRAM OVERVIEW

Progress in Implementing the Mission's Strategic Plan. This R4 reports on a year of transition, one in which USAID entered a new strategic implementation period, and one in which a combination of external economic shocks and internal political struggles led to slower progress in economic reform. World market prices of copper and cashmere, key Mongolian export commodities, plunged in the aftermath of the Asian economic crisis, leading to the emergence of financial problems in the energy sector and the public sector budget. The forced resignation of the government of Prime Minister M. Enksaikhan in April 1998, followed by the short-lived regime of Prime Minister Ts. Elbegdorj, created political instability. The Elbegdorj government fell because of its inability to properly portray and defend the privatization of the defunct government-owned Reconstruction Bank and the determination of the opposition MPRP to use this issue to further divide and weaken the Democratic Union Coalition. This resulted in a lengthy boycott of the Parliament by the MPRP opposition, as well as an apparent attempt by the party to hinder the formation of a new government. The net result was a serious disruption in the legislative process and the delay of important new laws. The political impasse culminated in October with the brutal murder of S. Zorig, Minister of Infrastructure Development and a key reformer in the Coalition. It is still uncertain whether the murder was politically motivated. A new government, led by Prime Minister G. Narantsatsralt, which took power in December 1998, promises to restore stability to the political system and continue with the reform program. Within its first month in office the new government made anti-corruption and donor coordination key priority areas and began working with the donor community on the agenda for a Consultative Group meeting to be held in Ulaanbaatar in June 1999.

Despite the problems there were a number of positive developments during the year that demonstrate that efforts to achieve USAID's overall program goal of promoting democratic, market-oriented growth remain on track. Inflation fell to 6.0% in 1998, continuing the sharp decline of 1997 and reaching by far the lowest levels since the beginning of price liberalization in 1991. Economic growth for 1998 is estimated at 3.5%. The togrog declined by a reasonable 15% during the year, avoiding the collapses experienced in the previous year by the Russian ruble and some Asian currencies, and the danger of sharp real appreciation and loss of competitiveness. Almost all key social indicators showed progress. Registered unemployment fell sharply, as did infant mortality and the overall mortality rate. The crime rate declined and healthy increases occurred in school enrollment and graduation rates. In Ulaanbaatar, a construction boom started last year fueled by Mongolian hopes for the future. Three new U.S. firms opened in Ulaanbaatar. In rural Mongolia intra-country shipping turned up for the first time, indicating an increase in goods being shipped within the country. New retail businesses are being formed at a rapid rate and the informal economy is expanding in Ulaanbaatar and outlying rural towns. Early indications that the poverty rate, while still high and accounting for over a third of the population, has begun to decline due to the growth of the informal sector resulting from economic reform.

Most Significant Program Achievements During the Last Year. While characterized by political uncertainty and stalemate in the Parliament's ability to move forward on economic reforms, USAID and its partners were able to make significant gains in the reform process, while at the same time laying

the groundwork for significant reforms and the implementation of reforms in the coming year. Keen bipartisan support for USAID activities was demonstrated even during an extremely tense political year. Key achievements during the year included:

Pension Reform: EPSP assisted the GOM in the finalization of legislation establishing a Notional Defined Contribution Account pension system as a preliminary step toward a partially funded pension system. Final passage of the law was delayed due to the disruption of Parliament's work. Nonetheless, enthusiastic bipartisan support for this reform created a strong base of support and USAID expects the legislation to be passed in April, when Parliament is scheduled to resume. It is anticipated that the new pension system will come into effect in September, 1999.

Energy Sector Commercialization: EPSP analysis of the deteriorating power situation resulted in the formation of a high level working group charged with reforming the sector. Further EPSP work has led to the bipartisan support for a number of reform objectives to be achieved over the next year. Principal among these will be the adoption of new energy legislation in the first half of the year. EPSP will provide assistance in the drafting of the legislation, support in establishing an independent regulatory body and commercialization of the sector.

Privatization: A new sealed-bid auction format for the State Property Committee designed to increase the speed, accessibility, clarity, transparency and revenue-raising efficacy of the auction process was introduced by the Barents Group under EPSP. The new format has been approved by the GOM and will become effective in April 1999. Barents has begun due diligence for three enterprises suitable for international tender and has begun a rescue program for MIAT the national airline.

Judicial Reform: The Mongolian Bench Book Program funded under the Democracy Initiative Project has been highly successful as measured by the results of surveys of judges and other users. Almost 90% of judges polled thought the benchbooks are relevant and useful. High demand for the benchbooks and training in their use are coming from advocates, prosecutors, police and prison officials, as well as the media. USAID/Mongolia's Rule of Law Program scheduled for FY 2000 will build on this initiative.

Rural Electrification: Eight Caterpillar diesel generators, to be followed by an additional ten generators this year, supplied to five rural provincial centers under the Energy Sector Project have had a significant impact. The generators have reduced energy production costs and blackout periods have been reduced by 60-70%.

Most Significant Country Factors Influencing Rate of Program Achievement The political problems of 1998 impacted on the reform agenda. While the Mission expects to make progress in advancing its reform agenda in 1999, the political problems that emerged last year and the upcoming 2000 elections could influence the pace of reform. There are several reasons for this:

- The weakness of the Elbegdorj government has resulted in a power shift to the President going beyond the enumerated powers in the Constitution and interpretations that prevailed under the Ochirbat presidency. Furthermore, as head of the National Security Council, (the Prime Minister and the Speaker of the Parliament are the other two members), the President has been able to define key problem areas such as energy restructuring as strategic. He has also inserted himself

into day-to-day government operations on "national security " grounds. This has resulted in control of the economic reform agenda and deference on the part of the Coalition to the interests of the President.

- The so-called Rural Group within the Coalition and the Parliament has increased its power. These politicians are more conservative and will be less interested in moving forcefully ahead with any reform agenda. The Rural Group will also want increased benefits to flow to their constituencies.
- The Coalition still controls a majority, 47 of the 76 seats in Parliament, but has lost 3 seats in by-elections since 1996. In addition, factionalism has increased. There is concern as to whether the Coalition will be able to continue to support a common political agenda.
- Finally, elections will be held in mid-2000. The parties have already begun campaigning and among other things started lobbying for an expansionary budget.

Overall Prospects of Progress through the Budget Request Year. The political scenario in Mongolia has gotten much more complex and it is no longer possible to clearly identify reformers merely by affiliation. The Coalition is weaker, more independent and factionalized. The opposition MPRP has its own significant internal problems, but is better organized and has been able to benefit from the political ability of the President. Bipartisan agreement on reform is possible, and has been demonstrated through USAID sponsored pension reform, energy and banking reform activities, as well as through the public administration reform work of the ADB. Nonetheless, one thing is certain. Mongolia is no longer a communist country. Most Mongolians have been weaned away from socialist support and many have benefited from market reforms. A USAID sponsored survey has shown that over 80 percent of Mongolians support privatization. However, two-thirds feel the process is not transparent and want government to improve the process. The Embassy and USAID believe that no political party will be able to form a government after the election unless it is able to establish a clear agenda for development that embraces market principles and will run the government in relatively honest manner.

The overall prospects for reform in 1999 still remain positive. The political situation has gotten much more complex. USAID and the Embassy, working as a team are addressing the changed political situation by identifying and influencing members from both the Coalition and the MPRP. We believe that getting the right information to the right individuals is critical to effective reform decisions. USAID has also begun to closely coordinate its program with other key donors who have similar reform agendas. For example, the USAID reform programs in energy and financial sectors have been included in the recent IMF ESAF negotiations. USAID technical assistance to the banking sector is closely coordinated with the ADB's Financial Sector Loan. USAID will focus its future reform program on areas that have bipartisan interest, such as judicial reform and anti-corruption; and where possible, multi-donor support exists.. 2000 will be an election year and predictably the pace of reform will diminish. The results of the 2000 elections will determine the future structure, level and pace of the Mongolia program, but the basis will be established now by GOM decisions on key issues in the IMF, ESAF program.

Program Linkages to U.S. National Interests in Mongolia. USAID's efforts to support

Mongolia's ongoing economic and political transition address U.S. national interests of promoting economic prosperity and broad-based growth, as well as democracy and the rule of law. These two strategic objectives are mutually reinforcing and strongly support the U.S. Government's goal of helping Mongolia transform itself into a bastion of market-oriented and democratic stability in Northeast Asia. USAID's dual objectives of accelerating and broadening, environmentally sound, private sector growth and consolidating Mongolia's democratic transition directly support the Embassy's MPP objectives. Economic growth is essential for the future development of Mongolia's democracy. Growth will lead to increased U.S. imports and investments and enhance Mongolia's status in regional economic and political affairs. These are all key Embassy objectives.

PART II: RESULTS REVIEW BY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 1 (DEMOCRACY) RESULTS

SO 1 Summary: “Consolidate Mongolia’s Transition to Democracy.” USAID will help consolidate Mongolia’s transition to democracy over the next five years through two intermediate results:

- IR 1: Establish the foundation for an effective rural civil society. Rural civil society organizations including, business associations, farmers and herder groups and cooperatives, who represent their interests at the local and national levels, will be operational and growing in half the rural provinces of Mongolia. Special emphasis will be put on women's participation.
- IR 2: Improve the effectiveness of Parliament and the judiciary. The professionalism and accountability of the Parliament and the judiciary will be strengthened.

All Mongolians will benefit from activities under this strategic objective. Civil society activities will focus exclusively on rural Mongolia and particularly women. Improving the performance and accountability of the judiciary and improving the rule of law will be vital to the long-term development of a democratic society and to sustained economic growth.

SO Performance in Relation to Planned Performance. The Mission’s Democracy objectives are on track. Almost all of the Mission’s democracy activities undertaken during 1998 focussed on training. While most of these activities went forward according to plan, measuring the results of these activities over the short-term is extremely difficult (a situation common to most training activities). Hence the discussion below focuses primarily on process-oriented results.

The Asia Foundation (TAF). The Mission ended its support to TAF in September. During the year TAF: 1) supported the National CEDAW-Watch Network to monitor the GOM’s implementation of the UN Convention to Eliminate All Forms of Discrimination Against Women (CEDAW); 2) supported the Liberal Women’s Brain Pool (LEOS) to help it organize the third East Asian Women’s Forum which took place in Ulaanbaatar August 23-26, 1998; 3) supported the Center for Citizenship Education in training 500 NGO leaders in all Mongolian aimags; and 4) supported the Women for Social Progress to engage local communities formulate development strategies in Overkhangai and Arkhangai aimags.

TAF had succeeded in achieving its six program specific objectives during the last two years of USAID support. These included: 1) passage of a national law protecting NGOs and facilitating their development; 2) increasing the ability of NGOs to influence public policy; 3) strengthening NGOs specifically engaged in policy research and public information work; 4) fostering the establishment of new policy-oriented NGOs; 5) expanding and strengthening the capacity of rural NGOs, and 6) enhancing NGO access to information in support of their outreach and policy advocacy efforts.

There is now a strong legal environment for the operation of NGOs in Mongolia, more diverse public-private partnerships, increased public discourse on important economic, political, and social issues and some rural NGOs are in a stronger position to address local issues. In addition, though the establishment of the Center for Citizenship Education, there is now an organization capable of assisting with the institutional development needs of Mongolian NGOs. Based upon the program's achievements, the NGO community is in a good position to contribute to the consolidation of democracy in Mongolia.

The International Republican Institute (IRI). The IRI program in Mongolia had four objectives in 1998: 1) increasing the capacity of the governing Coalition and opposition MPRP to organize and train local party activists; 2) assisting the parties in developing communications strategies; 3) assisting the parties to reorganize themselves internally in ways that promote efficiency and transparency in party operations and 4) providing the parties with the tools necessary to develop a campaign strategy for the upcoming 2000 elections.

IRI activities in 1998 were as follows: 1) developed and published detailed Mongolian-language training materials for local party activists and sponsored training activities in 16 aimags and three of Mongolia's largest cities; 2) sponsored an inter-party workshop and retreat for 14 senior party officials from the three main political parties to discuss party image, transparency, new party by-laws, and party management; 3) sponsored a needs assessment for formulating an effective legislative research and development system in the Parliament Secretariat; 4) developed initial press and communications capabilities in the Prime Minister's Office and at each of the main GOM ministries; (This has resulted in detailed briefings for journalists being provided after each weekly cabinet meeting. The government is opening an information hall in Government House where journalists can obtain desired information concerning government activities); 5) assisted MPs in the development of legislation on ethics, family law, media law and combating corruption; 6) assisted the Parliament to improve its ability to revise rules and procedures; 7) developed the capacity of parliamentary committees to engage in research and draft legislation; 8) improved communication between parliament and government; 9) assisted in the development of MP district offices; and 10) developed more effective communications mechanisms between MPs and their district constituents.

In addition to its regular workplan, IRI also took the lead in introducing the government to the need to address corruption issues. IRI activities included a major anti-corruption seminar for the Parliament in June, 1998; translation and publication of the Government's integrity materials, including government regulations, asset disclosures and sample codes of conduct; participation in Vice-President Gore's Anti-Corruption Conference in Washington. IRI assistance in this field has resulted in an increased awareness of the need to address corruption and is a key priority of the new Narantsatsralt government.

The International Development Law Institute (IDLI). The IDLI program is designed to develop legal "benchbooks" to serve as reference materials and self-training guides for Mongolian judges. The program was initiated in October 1997 and will be completed in August 1999. The benchbooks were completed by a group of six Mongolian judges (the Working Group) assisted by a resident consultant and other foreign experts. The Mongolian language edition of the benchbooks, published in loose-leaf format for easy updating was completed in June 1998. One thousand copies were delivered to the

Ministry of Justice, which distributed and stores the manuals. In addition, IDLI provided training-of-trainers seminars for the Working Group to prepare them to participate as instructors in the training of all members of the Mongolian judiciary in the use of the benchbooks. Judicial training is on-going. During 1998 seven training sessions were held covering judges in Ulaanbaatar as well as Overkhangai, Zavkhan, Gobi Altay, Hovsgol Arkhangai, Hentii, Omnogobi and Dundgobi aimags. The remainder of the country will be covered in 1999. The benchbook program has provided excellent results. To date 90% of judges surveyed feel the benchbooks are relevant and useful. High demand for the benchbooks and training in their use are coming from advocates, prosecutors, police and prison officials, as well as the media.

SO Performance Table Results. The Mission presents only IDLI performance table results this year. The Mission will prepare a new Performance Monitoring Plan in June, in keeping with the guidance presented in the Mongolia Strategy Reporting Cable (STATE 17837). Next years R4 will contain a complete set of performance results from the new Performance Monitoring Plan. (The SO 1 performance tables appear at the end of Part II.)

Expected Performance through the Budget Request Year. USAID/Mongolia's democracy activities are in a period of transition. TAF support ended in September 1998, and IDLI activities will end in August 1999. Building upon the initial work of IDLI the Mission intends to develop a strategic approach to deal more comprehensively with problems confronting the judiciary, including independence, ethics, administration and enforcement. Despite years of donor supported judicial training, Mongolians still have a low opinion of the judiciary and are becoming increasingly concerned with corruption and expect the government to do something about it. The Parliament is scheduled to pass a new Public Administration Law in April, supported by the ADB, that will modernize the civil service, including the judiciary. ADB and New Zealand funding will assist the GOM in the implementation of the reforms. Bipartisan support exists to address judicial reform.

The Mission hopes to complete a Rule of Law strategy by January 2000 and include key recommendations into the next R4. Implementation of the strategy is scheduled to begin in FY 2000. We have begun discussions with the Soros Foundation, who promises to be a key partner in both the development of the strategy and its implementation. The Mission has begun discussions with G/DG in providing assistance with the development of the strategy.

IRI has just completed the first year of a three-year program to strengthen the Parliament and the Political parties. The program is obtaining satisfactory results and the Mission expects to fund the IRI program through 2000, when IRI intends to end its activities in Mongolia.

USAID's rural growth activities support elements of both SO 1 and SO 2. The ACDI/VOCA SPICE program started last August, and personnel for the Mercy Corps International (MCI) Rural Civil Society Program (RCSP) arrived in-country in February.

The SPICE program, while focusing primarily on livestock and crop production will strengthen civil society organizations through the development of cooperatives, farmers and herders associations and business associations. ACDI/VOCA is working in Bayanhongor, Selenge and Darhan aimags, and expects to initiate programs in the Hangai later this year. (The Hangai is the high steppe areas of

Bulgan, Overkhangai and Arkhangai, a rich crop and livestock area). The ACDI/VOCA programs scheduled through 2001.

The Mercy Corps International RCSP will focus in the Gobi region of southern Mongolia and has renamed its activity the Gobi Regional Economic Growth Initiative (RCSP/GREGI). SO 1 objectives include strengthened capacity for participation, advocacy and information gathering enabling rural communities to identify their local information and economic needs and ensure the necessary ongoing support for the local businesses, particularly through association building. Activities will focus on two aimags this year, Omnogobi and Dundgobi. RCSP/GREGI will expand to at least four additional Gobi aimags next year.

There is extremely high demand for such comprehensive programs as the RCSP/GREGI in rural Mongolia. Currently, USAID is the only donor offering such systemic programming and we believe we have developed effective models for addressing key rural development and civil society issues in Mongolia. USAID plans to review the impact of both the ACDI/VOCA SPICE and the MCI RCSP/GREGI programs in FY 2000 and may recommend expansion of the programs if desired results are achieved in 2001.

Planned Mission Adjustments to the Strategy, Results Framework, and Performance Monitoring Plan. In 1999 USAID began the implementation of a new five-year strategy (1999-2003). In accordance with the guidance provided in the Mongolia Strategy Reporting Cable (State 17837) USAID/Mongolia will develop a final Results Framework and Performance Monitoring Plan in June, 1999. The Mission intends to enter into a contract with one of the firms under PPC/CDIE's Performance Measurement and Evaluation IQC to assist the Mission in completing this documentation.

STRATEGIC OBJECTIVE 2 (ECONOMIC GROWTH) RESULTS

SO 2 Summary: "Accelerate and Broaden Environmentally Sound Private Sector Growth."

The Mission is seeking to promote growth with equity through four intermediate results:

- IR 1: Transfer productive assets to private ownership. The private sector share of productive assets will increase from 60% to 75% by 2003. Specific emphasis will be placed on attracting foreign investment in the privatization of key enterprises.
- IR 2: Increase the efficiency of financial markets. The banking system will be privatized, an independent and transparent capital market authority will be established and the national pension system reformed.
- IR 3: Improve the business environment. USAID assistance will contribute to improved policies, information, production practices and marketing, resulting in growing output and increased participation in the economy, with a special emphasis on rural Mongolia.
- IR 4: improve management of the natural resource base for long-term sustainable use. Better technology, management and marketing of livestock and croplands will beneficially impact on the environment of pasture and croplands. Lake Hovsgol National Park will be better managed and a

sustainable development model of the Lake Hovsgol region tested.

Mongolians generally will benefit from broad-based growth. USAID's emphasis on improving productivity through privatization and banking reform will benefit the private sector, including domestic and foreign investors. Public revenues should improve, as GOM no longer has to subsidize state-owned enterprises and insolvent banks and tax revenues increase due to faster growth. USAID's rural growth efforts will spur development of the rural economy and help foster its integration into the national economy, thus benefiting the rural poor and those in poverty.

SO Performance in Relation to Planned Performance. Even with the chaotic political situation, which dominated much of last year, solid gains were made in the economy and satisfactory performance in our Economic Growth SO. Key structural reforms, including energy sector restructuring, financial sector restructuring and pension reform, were delayed due to the political difficulties. With the establishment of a new government USAID expects that reform will continue in FY 1999. While there was disappointment in the pace of reform, solid advances did occur:

Energy Sector Commercialization and Privatization. Building upon the liberalization of energy prices in 1996, the Government made progress toward the restructuring and commercialization of this critical sector in 1998. A high level working group responsible for this reform was established in May, headed by the Chair of the Parliamentary Standing Committee on Economic Policy. The group included key Parliamentarians, Ministries, the President's Office and other government agencies. Assistance in the analysis of Mongolian energy sector conditions and preparation of restructuring options culminated in the USAID/GOM Energy Sector Workshop, which led to the endorsement of reform objectives by key GOM organizations--the Parliament, Government, the President's Office, and officials from the energy sector. Progress was delayed due to the untimely and brutal murder of S. Zorig, the Minister of Infrastructure Development, in early October. By the end of the year strong momentum had been created for a serious effort to end the deterioration of Mongolia's heat and electricity networks and establish a foundation for an energy sector that is open to foreign investment; that creates incentives for producers to invest in efficient technology; reduces environmental damage; and that is no longer dependent upon budgetary subsidies.

Pension Reform. EPSP assisted the GOM in finalization of legislation establishing a Notional Defined Contribution Account based pension system as a preliminary step toward a move to a partially funded system. This is expected to strengthen domestic savings and increase demand in Mongolian capital markets. Unfortunately, passage of the pension reform law was delayed due to the disruption of Parliament's work. However the enthusiastic support for this reform by a bipartisan group of MPs, and the active leadership of the head of the Standing Committee on Social Policy, created a very strong base of support. A public education campaign has begun to increase popular understanding of the plans in this sector and to broaden support among the general population.

Banking Reform: The failure of the GOM to successfully resolve the problems with the Reconstruction Bank, in which USAID had provided significant assistance, was a major programmatic disappointment. The banking sector has continued to deteriorate, causing serious short-term budgetary and financial problems for the GOM and private sector firms, as well as posing a long-term obstacle for healthy economic growth. Despite this setback, major progress was made during the year in developing a consensus on the need for drastic banking reform. As a result, prospects for the reform of the sector

remain positive.

SO Performance Table Results. The performance tables at the end of this section are illustrative of overall SO performance during the past year. Tables show the real and nominal value of government-owned assets privatized by the GOM, the rate of inflation, real interest rates for loans to private sector businesses and, the number of major policy and institutional reforms implemented with substantial USAID assistance during the year.

With the start of the Mongolian Privatization Project in late 1998, the pace of privatization will accelerate in 1999, particularly for enterprises funded under international tender. USAID expects the sealed bid auction program to be completed in early 2000 and for the international tender component to continue through 2001. Additional assistance, for the international tender component, may be provided beyond this period if suitable results are achieved

The significant decrease in inflation last year is a key indicator of the success of the economic reform program and gives an indication of the GOM's serious focus on macroeconomic stability.

The interest rate table gives a key indication of the insolvency of the banking system. Even if the system is rationalized we do not expect rapid decreases in the rate of interest for at least a few years. (The SO 2 performance tables appear at the end of Part II.)

Expected Performance through the Budget Request Year. The Mission will develop a new Performance Monitoring Plan by the end of June. Therefore, we have not reported on planned benchmark achievements at this time. However, the following summarizes planned program activities by the intermediate results they will support:

Intermediate Result 1: The Mission began a three-year program in September to assist the State Property Committee (SPC) in its privatization program. The Barents Group will be responsible for assisting the SPC in accelerating its sealed bid auction program and for preparing international tenders for the sale of up to 12 suitable enterprises that the Government of Mongolia and Barents feel are suitable for foreign investment. Barents will also assist in the promotion of these companies to potential foreign investors. In addition, Barents will assist in the sale, by sealed-bid auction, of approximately 80 large enterprises on the GOM privatization list.

Barents assisted in the sealed-bid auction of 24 enterprises in the last three months of 1998, yielding approximately \$4.9 million. An additional 60 enterprises are programmed for auction in 1999. Barents introduced a new auction process which is more efficient and transparent. The new system has been approved by the GOM and will be utilized in the first sealed bid auction in April.

In its first wave of international tenders, Barents is assisting the SPC in the preparation for international tender and marketing of Gobi Cashmere and NIC, the state oil importing company. The SPC requested Barents to consider privatization of MIAT, the national airline, but after initial analysis it was determined that MIAT is not a good candidate for privatization now. However, because of the importance of MIAT, Barents has agreed to participate in a restructuring program over the next year

to prepare the airline for possible privatization in the second wave of privatization next year. The privatization of at least two enterprises is part of the conditionality under the recently negotiated IMF ESAF program.

Development Alternatives, Inc. (DAI) is providing technical assistance to the Energy Sector Commercialization and Privatization Program. The first half of 1999 will be devoted to the drafting of a new Energy Law and assistance in the conceptual and financial analysis which is needed to support restructuring into separate generation, transmission and distribution companies. The energy law is expected to be passed in June. Work will then focus on the development of an independent regulatory authority and policy work. Key results expected to be achieved in 1999 are: 1) GOM will approve an energy sector restructuring plan, based on the unbundling of generation, transmission and distribution functions; 2) Parliament approves a new Energy Law; 3) an independent energy regulatory authority will be established and commence operations; and 4) the GOM will approve a long-term energy policy document which will include plans to reduce environmental damage caused the old power plants and a discussion of the implications of possible new natural gas pipelines and transmission lines, as well as use of alternative energy sources.

The GOM is cognizant of the serious problems they have in the energy sector and there is bipartisan support for the energy program. Energy sector restructuring is also part of the conditionality under the recently negotiated IMF ESAF. Depending on the ultimate structure of the Regulatory Authority, USAID may provide additional institutional support in addition to that already being planned. The World Bank has indicated an interest in supporting the Regulatory Authority and USAID will enter into more detailed discussions with the Bank once the new energy law is passed. The role of the Bank will determine USAID's future assistance in this area, which will be reported in next years R4.

Intermediate Result 2: DAI is providing pension reform assistance. In January 1999, the Parliament approved with a 94% majority the first reading of the new pension law. Although small revisions will be made before final parliamentary consideration, broad support for reform has now been demonstrated and preparations for implementation of the law are now underway. It is anticipated that the new law will come into effect in September 1999. DAI activities will include: 1) helping to train State Social Insurance General Office (SSIGO, the organization responsible for implementing pension reform) staff; 2) preparing and executing a public education program about the new system; 3) developing new administration procedures for SSIGO; and 4) revising SSIGO information systems.

With the exception of the Trade & Development Bank, all state-owned banks are technically insolvent. In the short-term this insolvency is resulting on a serious drain of public revenues. This condition has alarmed the Narantsatsralt government, along with the IMF, ADB and World Bank, and has resulted in a multi-donor, bipartisan effort to remedy the situation. Bank reconstruction and privatization are important aspects under the recently negotiated ESAF. The Narantsatsralt government has requested USAID to provide the technical resources needed to help the GOM meet ADB and IMF conditionality. Under the terms of the ESAF, the GOM will restructure the three insolvent state-owned banks--the Reconstruction Bank, the Agricultural Bank and the Bank of Investment and Technological Innovation, in addition to privatizing the Trade and Development by the end of the year. The GOM has placed these banks in conservatorship and a high level Steering Group on Bank Reconstruction has been established. The Steering Group is chaired by the Parliament Economic Standing Committee Chairman and includes two members of the opposition and representatives of the

Prime Minister and President's office. DAI has fielded consultants at the three banks. In addition, external audits of the three banks will be funded to provide sound information on which any decisions on the sale or liquidation of the banks can be based. A banking sector restructuring policy workshop, similar to the energy sector workshop, will be held in April. The workshop will attempt a complete and final resolution of the problems in these banks, including severe downsizing and restructuring, followed by the sale to new investors, or, if this proves impossible, liquidation. DAI will also provide assistance in determining the impact on the economy of the insolvency of these banks, and to analyze a range of options for ensuring that by the end of the restructuring process tangible benefits will be felt by the customers of these banks, including easier access to funds, more reliable processing of government pensions and lower real interest rates for loans. The successful initiation of these activities will be a condition for the disbursement \$16 million under the second tranche of the ADB's Financial Sector Program Loan. If the total package is accepted by the Cabinet and Parliament the agreement would be submitted to the IMF board in mid-May, thus opening up disbursement of over \$21 million in ESAF funds in three tranches over the next year. Barents has also been requested to begin the development of international tenders for the privatization of the Trade & Development Bank. Barents expects the sale to take place this autumn. The World Bank, while not involved in the current program, has begun discussions with the GOM on a \$30 million credit if the conditions under the IMF ESAF are satisfied.

The next few months are critical. However, the GOM recognition of the problem, along with the multi-donor support that has evolved in the light of the crisis, makes the prospects for a successful reform program more likely. If this initial reform activity is successful, developing a viable financial sector in Mongolia will require long-term support. The World Bank intends to host a mission to discuss longer-term support for the financial sector this summer if the ESAF conditionality is met. USAID will participate in this mission and is prepared to provide longer-term assistance to the financial sector if warranted in the light of future World Bank and possibly ADB programs. Due to the urgency and high commitment level needed for the bank restructuring program, we have delayed implementation of capital market development until 2000.

Intermediate Result 3: USAID recently established an office of its Global Technology Network (GTN) in Ulaanbaatar. GTN-Mongolia is designed to assist Mongolian businesses gain access to U.S. technology and establish business relationships with U.S. firms. GTN links registered Mongolian firms with a network of American firms throughout the United States. A business investment mission to the U.S. in construction, housing and environmental services is being developed.

USAID plans to enter into a PASA arrangement in 1999 with the U.S. Customs Service to provide assistance to the Mongolian Customs in order to bring it up to international standards of effectiveness and efficiency.

Barents, under the Mongolian Privatization Program, has identified a need for post-privatization assistance. USAID will be exploring ways in which to cost-effectively provide such assistance during the year. Options could include entering into formal agreements with such organizations as the International Executive Service Corps and the MBA Executive Corps to provide restructuring or post-privatization assistance. USAID will weigh the benefits of such assistance in relation to other programmatic needs, the projects of other donors and make recommendations in the next R4.

The Mission's rural economic growth program will be implemented through ACDI/VOCA, and Mercy Corps International (MCI), two U.S. NGOs.

The ACDI/VOCA SPICE program is part of the world-wide Farmer to Farmer program. Under the Mongolia SPICE program ACDI/VOCA will provide 25 volunteers a year to assist in the following programs: cashmere breed improvement, animal health, conservation tillage, commercial wheat seed breeding, commercial vegetable enterprises, agro-processing, farm management and cooperative management, marketing and technical training. The SPICE Program supplements the short-term volunteer assistance with commodity support. In addition local currency support will be provided through the Embassy's local currency generations through USDA wheat sales.

MCI will implement the Gobi Regional Economic Growth Initiative under the Rural Civil Society Project. (RCSP/GREGI). MCI will lay the groundwork for long-term sustainable growth throughout the region by addressing the principle information, organizational and policy constraints that limit robust economic growth in the Gobi region. Livestock and particularly cashmere (the Gobi region produces over 50 % of Mongolia's cashmere and approximately 15% of the world's cashmere), will be a particular focus of the program. Specific activities include: 1) Gobi Business News will inform Gobi-based entrepreneurs by providing business and financial news on a timely basis, policy and legal news, and other important news items via the print and broadcast media; 2) a regional radio station will be locally owned and operated and serve the informational needs of people throughout the Gobi; 3) a credit fund will be established to assist credit-worthy entrepreneurs with start-up or investment capital; 4) cashmere goat breeding and marketing programs will be implemented; 5) a League of Local Governments will link local governments, enabling better public policymaking and public management. In addition to USAID resources, the Embassy plans to provide local currency generations under the USDA wheat program.

Both ACDI/VOCA and MCI plan to implement extensive goat breeding programs in the Gobi. Since cashmere is a lucrative cash crop, almost 75% of the astronomic increase in livestock numbers since independence has been in goats. There are now approximately 11 million goats in Mongolia. If action is not taken to limit goat numbers, some experts estimate that the number of goats will amount to over 20 million in ten years. The range is now very close to its supportive capacity and every effort has to be made to increase herder incomes without substantially increasing the number of livestock and particularly goats. Increasing quality through breed improvement, grading, off-season storage will be vital in the long-run to improving quality and herders incomes. Goat breed improvement is essential. Due to improper cross-breeding and husbandry practices, the micron level of Mongolia has increased. (micron is a method of measuring cashmere quality, anything above 16.5 microns is no longer cashmere and is rejected). A significant portion of the Mongolia "cashmere" is now rejected and industry experts fear that if the decline in quality is not checked through breed improvement, Mongolia will not be a cashmere producing country in as little as ten years, thus destroying a vital industry that impacts on virtually every Mongolian. The ACDI/VOCA and MCI breeding programs are designed to be comprehensive and will include extensive information, extension and culling programs. The program will improve the quality of cashmere, add to herders incomes and at the same time have an environmental impact by limiting the growth in the number of goats in the Gobi region. The program has the support of the cashmere processors and will be included in the information memorandum prepared by Barents for the sale of Gobi cashmere.

If the ACDI/VOCA and MCI activities succeed in stimulating demand for improved breeding stock among herders, the supply of pure bred goats will be a real constraint in the future. Resources may have to be then focused on ways of supplying greater amounts of pure bred goats. There is adequate capacity to do this through the Mongolian Agricultural University Research Institute of Animal Husbandry. USAID will monitor the program carefully and try to involve other donors and the cashmere processors, but is willing to recommend funding for an accelerated program if the circumstances warrant.

Intermediate Result 4: Both the ACDI/VOCA and the MCI programs have important environmental components. ACDI/VOCA will focus on conservation tillage. The purpose of this activity will be to increase the productivity of crop land, primarily wheat, but will also have an important environmental impact by preserving the land base, which currently is undergoing serious erosion due to inappropriate cultivation techniques. ACDI/VOCA will implement "no-till" demonstration project in eight carefully selected areas in the crop regions of Mongolia. Other conservation tillage programs will also be fostered. By demonstrating the economic viability of conservation tillage, ACDI/VOCA hopes to encourage at least a quarter of the farmers in crop areas to adapt "no-till" or other conservation tillage methodologies as part of farm operations.

MCI, through its information dissemination programs, goat breeding program, and advisory services will have an impact on the preservation of the Gobi rangeland. The goat breeding program will be preceded by extensive information and public relations involving the need for quality improvements in cashmere versus just increasing goat numbers. The goat breeding program will be accompanied by a vigorous culling program and technical assistance and training will be provided to develop commercial uses for culled goats.

USAID will support the U.S. Department of the Interior and the Philadelphia Academy of Sciences to develop the Lake Hovsgol region of Mongolia into an effective protected area, which will also lend itself to local economic development. The assistance package will help Hovsgol Park authorities to: 1) develop a comprehensive management and land-use plan for the park; 2) train and equip a professional team of rangers; 3) train staff in management and environmental education techniques; 4) train local government officials and community leaders; and 5) support research on the ecology of the park.

Past Energy Special Objective Activities: Under the previous strategy, USAID's support of the energy sector through the provision of spare parts and equipment was a significant part of the USAID program. The last major activity under the energy support program was the purchase of 18 diesel generator sets for rural aimag centers. The generators have been provided to aimag centers in Omnogobi (1), Bayanhongor (4), Gobi-Altay (4), Zavkhan (4), and Hovsgol (5). The placement of these American-made Caterpillar generators was designed to insure that the aimag centers have adequate electric power not only now, but in the future when increased economic activity is expected to lead to increased demand for electricity. USAID purchased eight generators in 1997 and 10 additional units in 1998. The program has ended. The Energy Authority has determined that the aimag centers have adequate generation capacity. The data provided is just for the initial generator procurement in 1997.

Information gathered from Bayanhongor indicates that electricity prices have gone down by 20% for individuals and 30% for organizations. In addition, the aimag estimates that it has saved more than

\$60,000 in fuel costs since the installation of the generators. As a result of these changes it has been possible for the aimag to increase its customer base and deliver electricity to more individuals and organizations. When examining the impact of the installation of the generator sets across all of the above aimags, the findings indicate that blackouts have declined by 60-70% and fuel cost savings have averaged 10%.

USAID also has a grant outstanding with the National Renewable Energy Laboratory (NREL), which is cooperating with the Mongolian Renewable Energy Corporation and the Institute of Meteorology and Hydrology to develop a Wind Atlas of Mongolia. The Atlas will serve as a definitive reference for the future development of wind power energy in rural Mongolia. Occasional information received from NREL indicates that production of the Wind Atlas is on track, although we are unable to adequately monitor the activity due to NREL's failure to submit timely reporting.

Planned Mission Adjustments to the Strategy, Results Framework, and Performance Monitoring Plan. The Mission intends to enter into a contract with one of the firms under PPC/CDIE's Performance Measurement and Evaluation IQC to develop a Results Framework Performance Monitoring Plan for the strategy. This will be completed in June, 1999.

Performance Data Table - 1

OBJECTIVE: Consolidate Mongolia's Transition to Democracy.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Organs of the judicial branch are capable of using and do use their authority and power to support and protect a wide and sustained public dialogue on national issues.			
INDICATOR: Publication of benchbook.			
UNIT OF MEASURE: Yes/No and date.	YEAR	PLANNED	ACTUAL
	1998	March 98	May 98
SOURCE: IDLI.			
INDICATOR/DESCRIPTION: Production and distribution of benchbook.			
COMMENTS: The benchbooks are the first practical Mongolian language manual for judges. Members of judiciary officials in the Ministry of Justice have greeted the books with enthusiasm.			

Performance Data Table - 2

OBJECTIVE: Consolidate Mongolia's transition to democracy.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Organs of the judicial branch are capable of using and do use their authority and power to support and protect a wide and sustained public dialogue on national issues.			
INDICATOR: Train-the-trainers.			
UNIT OF MEASURE: Yes/No and date.	YEAR	PLANNED	ACTUAL
	1998	May 1998	May 1998
SOURCE: IDLI.			
INDICATOR/DESCRIPTION: Judges' participation in faculty development training overseas.			
COMMENTS: The authors of the benchbooks, Mongolian judges, also are responsible for training other Mongolian judges in the use of the benchbooks.			

Performance Data Table - 3

OBJECTIVE: Consolidate Mongolia's transition to democracy.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Organs of the judicial branch are capable of using and do use their authority and power to support and protect a wide and sustained public dialogue on national issues.			
INDICATOR: Training of Mongolian judges in the use of the benchbooks.			
UNIT OF MEASURE: Number of judges trained.	YEAR	PLANNED	ACTUAL
	1998/99	All 345 judges trained by August 1999.	As of Dec. 98, 136 judges had been trained.
SOURCE: IDLI.			
INDICATOR/DESCRIPTION: Judges' participation in benchbook training throughout Mongolia.			
COMMENTS: The training activity is on track. The Mongolian authors of the benchbooks are completing it with the assistance of IDLI consultants.			

Performance Data Table - 4

OBJECTIVE: Accelerate and broaden environmentally sound private sector growth.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Growing privatization of state-owned enterprises.			
INDICATOR: Real value of privatized assets.			
UNIT OF MEASURE: Mongolian togrogs (\$1.00=980 togrogs 2/99) measured in nominal and real terms.	YEAR	PLANNED	ACTUAL
	1996	N.A.	2.0 billion Togrogs
SOURCE: Mongolian State Property Committee and IMF Reports.	1997	N.A.	13.6 bn. Tg. Nominal 11.3 bn. Tg. Real
	1998	16 bn. Nominal	14.6 bn. Tg. Nominal 11.4 bn. Tg. Real
INDICATOR/DESCRIPTION: Value of privatized assets measured by revenues from cash sales of State property. "Real" annual figures are obtained by deflating the nominal figures using the consumer price index and presenting it in constant 1996 terms.	1999	15 bn. Tg. from local sales and \$15 million from inter-national tenders*	
	2000	5 bn. Tg. from local sales and \$15 million from inter-national tenders.	
COMMENTS: Although slightly below the planned target, the continued high rate of privatization in the face of enormous uncertainty about the make-up of the government testifies to the strong "bipartisan" commitment to privatization. * This figure includes proceeds from the sale of Gobi Cashmere, NIC (the national oil importing company) and the Trade and Development Bank.			

Performance Data Table - 5

OBJECTIVE: Accelerate and broaden environmentally sound private sector growth.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Substantially lower rate of inflation.			
INDICATOR: Inflation rate.			
UNIT OF MEASURE: Percentage.	YEAR	PLANNED	ACTUAL
	1996	N.A.	58.7%
SOURCE: Mongolian Ministry of Finance and IMF Reports.	1997	33%	20.7%
	1998	20%	6.0%
	1999	10%	
INDICATOR/DESCRIPTION: Annual percentage change in the consumer price index.	2000	10%	
COMMENTS: Progress in this area has exceeded expectations to date. However, factors beyond the control the GOM may make future declines in the inflation rate difficult to achieve. Nonetheless, maintaining the rate at or below 10% for the next three years will represent a solid accomplishment that will do much to encourage investor and popular confidence in the financial system.			

Performance Data Table - 6

OBJECTIVE: Accelerate and broaden environmentally sound private sector growth.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Lower real interest rates for private sector borrowers.			
INDICATOR: Real interest rates for loans to private sector businesses.			
UNIT OF MEASURE: Percentage.	YEAR	PLANNED	ACTUAL
	1996	N.A.	N.A.
SOURCE: Bank of Mongolia statistical reports.	1997	N.A.	38.14%
	1998	24%	40.16%
	1999	35%	
INDICATOR/DESCRIPTION: Annualized real interest rates made in the year to private sector businesses, as reported by the four largest banks making up over 80% of total private sector lending.	2000	30%	
	2001	15%	
COMMENTS: This indicator fell well short of expectations. Nonetheless, it highlights the tremendous need to strengthen and increase confidence in the Mongolian banking system. This will be one of the Mission's major activities in the next year and we expect to be able to report on considerable in this table next year.			

Performance Data Table - 7

OBJECTIVE: Accelerate and broaden environmentally sound private sector growth.			
APPROVED: 29/01/1999 COUNTRY/ORGANIZATION: USAID/Mongolia			
RESULT NAME: Strengthened policy environment conducive to the promotion of rapid private sector growth.			
INDICATOR: Number of major policy and institutional reforms implemented.			
UNIT OF MEASURE: Count of major reforms achieved during the year.	YEAR	PLANNED	ACTUAL
	1996	N.A.	2
	1997	N.A.	2
SOURCE: EPSP documents, EPSP Policy monitoring matrix, donor and GOM reports.	1998	2	2
	1999	2	
	2000	2	
INDICATOR/DESCRIPTION: A major policy or institutional reform is one that leads to a significant improvement in the policy and institutional environment for sustainable private sector growth. Reforms are considered to be implemented when they have been officially adopted by the GOM <i>and</i> are effectively applied in practice.			
COMMENTS: Actual reforms counted are as follows: 1996: 1) restructuring of the banking sector leading to the closure of two banks; 2) reform of energy pricing to help the Central Energy System cover operating costs. 1997: 1) Customs reform to eliminate all import duties, except for alcoholic spirits; 2) reduction in maximum tax rate on small and medium enterprises. 1998: 1) Value-added tax in implemented; 2) privatization if larger-scale enterprises launched.			

PART III: RESOURCE REQUEST

Rationale for Program Resource Levels and SO Allocations. The progress on democratic and economic reform and the commitment of the Mongolian government to reform has resulted in the effective use of U.S. assistance and argues for continuing support. Three funding scenarios--high, medium and low--were laid out in the strategy document and further discussed at the strategy review held in Washington in late October 1998.

A high scenario of \$12 million a year from 1999-2002 would permit achievement of a full range of rural development, financial and banking sector reform, energy sector reform, rule of law and private sector development results. A medium program, \$12 million in 1999-2000, followed by a gradual decline in the out years, would permit a comprehensive program, but choices would have to be made about specific areas of USAID involvement beginning in 2001. The higher budget levels permits USAID to be a significant donor in Mongolia. With the resources we have available, we have been able to leverage other donor resources to support joint objectives. To continue to do this in the future will require sufficient resources to engage other donors and particularly the principal multilaterals –IMF and World Bank, and the ADB. If funding falls below \$10 million in FY 2000 and 2001 this will have a serious negative impact on the program. A low budget scenario of \$6 million was also considered and calls into question the ability of USAID to seriously address reform issues and for the U.S. Mission as a whole to meet MPP objectives, particularly in the economic growth area.

Impact of Performance on the Resource Request. USAID plans to make the progress on the reform agenda a key part of the R4 process and will report on it annually. Both the Embassy and USAID/Mongolia feel that continued commitment to economic and democratic reform are essential ingredients to high/ medium level scenarios of USAID assistance. The elections in 2000 will be the first test. The Embassy and USAID will undertake a joint review and analysis of the platform of the winning party or coalition and make a determination of what the new government's platform means in terms of an economic and democratic reform agenda.

Staffing and Operating Expenses. USAID/Mongolia's Operating Expense budget is probably one of the lowest in terms of program level in the ANE Bureau.

USAID/Mongolia has a small USDH staff, composed solely of a Mission Director. He is currently supported by one part-time, program-funded U.S. Personal Services Contractor (PSC), working out of Manila; one program-funded Personal Services Contractor Economic Growth Advisor and five Foreign Service National (FSNs) in Ulaanbaatar. This staffing level appears to be adequate for the medium term. USAID/Mongolia relies on backstopping from USAID/Manila and USAID/Washington. Important backstopping support from Manila is of an administrative nature; covering accounting, contracting, legal and budget support. The U.S. PSC working out of Manila provides general program support to the Mongolia program. USAID/Washington assists the Mission with technical support, from both the Global and Asia/Near East Bureaus. Technical support has covered the energy sector, democracy and economic growth.

Discussion of Resource Request Tables. USAID/Mongolia expects OYB funding of \$12 million per year in FY 1999, FY 2000 and FY 2001. Over this period funding will amount to \$8.7 million for SO1 (about 25% of total resources) and \$27.3 million for SO2. The Mission estimates that just under 40% of the OYB resources will be devoted to rural Mongolia through RCSP, SPICE, legal information for rural judges and the Lake Hovsgol Program.

This spending plan closely follows the resource request presented in USAID/Mongolia's recently approved Country Strategic Plan. The Plan was developed in order to capture the two year window of opportunity that the Mission believes exists while the Coalition Government is still in power. If funding levels drop below the \$12 million level, USAID may miss this window of opportunity.

Planned expenditures will be in line with the OYB: \$10.7 million in FY 1999, \$14.3 million in 2000 and \$13.2 million in 2001. Global Bureau buy-ins will be at a level of \$3,450,000 in FY 2000 (\$2,200,000 obligated by the Mission and \$1,250,000 obligated by the G Bureau) and \$1,500,000 in FY 2001 (\$1,000,000 obligated by the Mission and \$500,000 obligated by the G Bureau).

USAID/Mongolia's Operating Expense budget is probably one of the lowest in terms of program level in the ANE Bureau. USAID/Mongolia has a small USDH staff, composed solely of a Mission Director, assisted by 1 USPSC in Ulaanbaatar, a part-time USPSC located in Manila and 5 FSNs. (Both USPSCs and two FSNs are program funded.) The current OE level and staffing arrangements are the absolute minimum needed to comply with the terms of the management contract. OE levels for FY 1999 are \$328,300 in FY 1999, \$370,600 in FY 2000 and \$400,000 in 2001. The increases in 2000 is largely attributable to the need to purchase a new vehicle to help monitor USAID's growing program activities in rural areas of Mongolia. The increase in 2001 is the result of the costs associated with an anticipated change in Mission Directors.

ANNEX I: ENVIRONMENTAL IMPACTS

USAID/Mongolia plans to have environmental determinations completed for its new program elements by the end of May 1999. The Bureau Environmental Officer is scheduled to come to Mongolia in mid-April to review the Mission portfolio and prepare and clear the environmental impact assessment document required to ensure compliance of the portfolio component with the provisions of 22 CFR 216. This will concentrate on new components to the portfolios that haven't previously been analyzed. The previous analysis was in 1997.

Specific activities to be analyzed include:

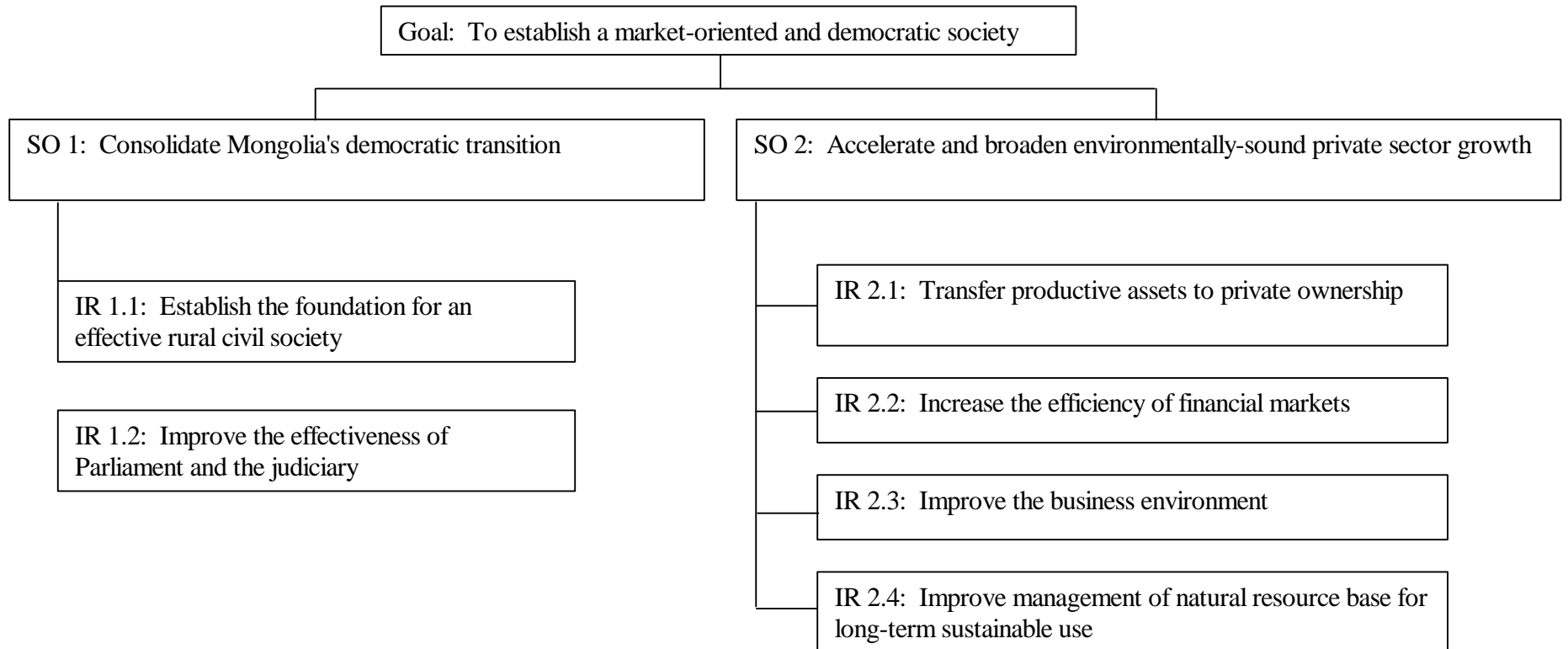
- ACDI/VOCA Farmer to Farmer Program;
- Mercy Corps International Rural Civil Society Program;
- Global technology Program; and
- Barents Mongolian Privatization Program.

All activities are in compliance with existing IEEs.

ANNEX II: RESULTS FRAMEWORK

A Results Framework and Performance Monitoring Plan will be completed in June 1999, per agreement reached in the review of the FY 1999-2003 Country Strategic Plan.

USAID Mongolia
Country Strategic Plan, 1999-2003



ANNEX III: TABLES - Attached

- Budget Request Tables; FY 1999, FY 2000, FY2001
- Accessing Global Bureau Services Through Field Support and Buy-Ins
- Operating Expense, 4 pages
- Foreign National Voluntary Separation Account
- Workforce by SOs, 3 pages
- USDH. Staffing Requirements by Skill Code

FY 1999 Budget Request by Program/Country

Program/Country: Mongolia

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Scenario

O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Consolidate Mongolia's Transition to Democracy																
	Bilateral	1,500												1,500	1,500	292
	Field Spt	450												450	450	0
		1,950	0	0	0	0	0	0	0	0	0	0	0	1,950	1,950	292
SO 2: Economic Policy Support																
	Bilateral	9,190			9,190										7,885	1,905
	Field Spt	860			860										860	
		10,050	0	0	10,050	0	0	0	0	0	0	0	0	0	8,745	1,905
SO 3:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,690	0	0	9,190	0	0	0	0	0	0	0	0	1,500	9,385	2,197
Total Field Support		1,310	0	0	860	0	0	0	0	0	0	0	0	450	1,310	0
TOTAL PROGRAM		12,000	0	0	10,050	0	0	0	0	0	0	0	0	1,950	10,695	2,197

FY 99 Request Agency Goal Totals	
Econ Growth	10,050
Democracy	1,950
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	12,000
Dev. Assist ICASS	
Dev. Assist Total:	12,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country: Mongolia

ESF

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Approp Acct:

Scenario

O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Consolidate Mongolia's Transition to Democracy															Year of Final Oblig:	
	Bilateral	2,600												2,600	3,200	952
	Field Spt	450												450	450	
		3,050	0	0	0	0	0	0	0	0	0	0	0	3,050	3,650	952
SO 2: Economic Policy Support Project															Year of Final Oblig:	
	Bilateral	8,150			7,452										9,810	4,152
	Field Spt	800			1,498										800	
		8,950	0	0	8,950	0	0	0	0	0	0	0	0	0	10,610	4,152
SO 3:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,750	0	0	7,452	0	0	0	0	0	0	0	0	2,600	13,010	5,104
Total Field Support		1,250	0	0	1,498	0	0	0	0	0	0	0	0	450	1,250	0
TOTAL PROGRAM		12,000	0	0	8,950	0	0	0	0	0	0	0	0	3,050	14,260	5,104

FY 00 Request Agency Goal Totals	
Econ Growth	8,950
Democracy	3,050
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	12,000
Dev. Assist ICASS	
Dev. Assist Total:	12,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Program/Country: Mongolia
ESF

06-Apr-99
12:51 PM

Approp Acct:
Scenario

O. # , Title																		
		FY 20001 Request													Est. S.O. Pipeline End of FY 01		Future Cost (POST-2001)	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi-tures			
SO 1: Consolidate Mongolia's Transition to Democracy																		
	Bilateral	3,700												3,700	4,125	527	1,100	
	Field Spt	0																
		3,700	0	0	0	0	0	0	0	0	0	0	0	3,700	4,125	527	1,100	
SO 2: Economic Policy Support Project																		
	Bilateral	7,800			7,800										8,540	3,412	16,600	
	Field Spt	500			500										500			
		8,300	0	0	8,300	0	0	0	0	0	0	0	0	0	9,040	3,412	16,600	
SO 3:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 4:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																		
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		11,500	0	0	7,800	0	0	0	0	0	0	0	0	3,700	12,665	3,939	17,700	
Total Field Support		500	0	0	500	0	0	0	0	0	0	0	0	0	500	0	0	
TOTAL PROGRAM		12,000	0	0	8,300	0	0	0	0	0	0	0	0	3,700	13,165	3,939	17,700	

FY 01 Request Agency Goal Totals	
Econ Growth	8,300
Democracy	3,700
HCD	0
PHN	0
Environment	0
Program ICASS	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	12,000
Dev. Assist ICASS	
Dev. Assist Total:	12,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000 Obligated by:		FY 2001 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO1 Transition to Democracy	Consortium for elections and Political Process Strengthening Project (CEPPS) I.R.I Project #936-5468	High	4 yrs.	-	450	-	-
SO2 Economic Policy Support	Support for Economic Growth and Institutional Reform (SEGIR) Project #438-0006	High	3 yrs	2,200	-	1,000	-
	Partnership for Biodiversity - G/ENV (Dept. of the Interior)	High	2 yrs	-	300	-	-
	Global Technology Network - E/GAD/BD	High	3 yrs	-	500	-	500
GRAND TOTAL.....				2,200	1,250	1,000	500

Operating Expense

Org. Title: USAID/MONGOLIA Org. No:23438 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0		0	0		0	0		0	0		0	0		0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	20.0		20.0	21		21			0	22		22			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	20.0	0	20.0	21	0	21	0	0	0	22	0	22	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0	29.6		29.6			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	8.6		8.6	8.6		8.6			0	10.6		10.6			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	2.1		2.1	0.5		0.5			0	0.5		0.5			0
12.1	Other FN PSC Benefits	2		2	2.1		2.1			0	2.2		2.2			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	12.7	0	12.7	11.2	0	11.2	0	0	0	42.9	0	42.9	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10		10	10		10			0	10		10			0

Operating Expense

Org. Title: USAID/MONGOLIA Org. No:23438 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0	2.7		2.7			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	2.3		2.3			0			0			0			0
21.0	R & R Travel	3.5		3.5			0			0			0			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	43		43	43		43			0	43		43			0
21.0	Site Visits - Mission Personnel	45		45	50		50			0	40		40			0
21.0	Conferences/Seminars/Meetings/Retreats	10		10	10		10			0	8.5		8.5			0
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
Subtotal OC 21.0		113.8	0	113.8	113	0	113	0	0	0	104.2	0	104.2	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0	18.6		18.6			0
22.0	Home Leave Freight	0.9		0.9			0			0			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	1		1	2		2			0	2.5		2.5			0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.3		0.3	0.3		0.3			0	0.3		0.3			0
Subtotal OC 22.0		2.2	0	2.2	2.3	0	2.3	0	0	0	21.4	0	21.4	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	10.5		10.5	10.5		10.5			0	10.5		10.5			0
Subtotal OC 23.2		10.5	0	10.5	10.5	0	10.5	0	0	0	10.5	0	10.5	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0.7		0.7			0			0			0			0
23.3	Residential Utilities	1.3		1.3	1.4		1.4			0	1.5		1.5			0
23.3	Telephone Costs	46.6		46.6	45		45			0	45		45			0
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)	0.2		0.2	0.2		0.2			0	0.2		0.2			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	0.6		0.6	0.6		0.6			0	0.6		0.6			0
Subtotal OC 23.3		49.4	0	49.4	47.2	0	47.2	0	0	0	47.3	0	47.3	0	0	0
24.0	Printing and Reproduction	1.5		1.5	0.6		0.6			0	0.6		0.6			0
Subtotal OC 24.0		1.5	0	1.5	0.6	0	0.6	0	0	0	0.6	0	0.6	0	0	0

Operating Expense

Org. Title: USAID/MONGOLIA Org. No:23438 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances	0.8		0.8	0.8		0.8			0	0.8		0.8			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees	0.5		0.5			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts	8.9		8.9	9.3		9.3			0	9.8		9.8			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	1.9		1.9	2		2			0	2.1		2.1			0
25.2	Staff training contracts	1		1	0.5		0.5			0	0.5		0.5			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	13.1	0	13.1	12.6	0	12.6	0	0	0	13.2	0	13.2	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	53.0		53.0	58.3		58.3			0	64.1		64.1			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	53.0	0	53.0	58.3	0	58.3	0	0	0	64.1	0	64.1	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.5		1.5	1.5		1.5			0	1.5		1.5			0
25.4	Residential Building Maintenance	0.5		0.5	5		5			0	5		5			0
	Subtotal OC 25.4	2	0	2	6.5	0	6.5	0	0	0	6.5	0	6.5	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	2.5		2.5			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	1.5		1.5	1.5		1.5			0	1.5		1.5			0
25.7	Vehicle Repair and Maintenance	1.5		1.5	1.5		1.5			0	1.5		1.5			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
	Subtotal OC 25.7	5.5	0	5.5	3	0	3	0	0	0	3	0	3	0	0	0
25.8	Substance & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	16.6		16.6	17.4		17.4			0	18.3		18.3			0

Operating Expense

Org. Title: USAID/MONGOLIA Org. No:23438 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 26.0		16.6	0	16.6	17.4	0	17.4	0	0	0	18.3	0	18.3	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	3		3	3		3			0	3		3			0
31.0	Purchase of Office Furniture/Equip.	10		10	20		20			0	25		25			0
31.0	Purchase of Vehicles			0	29		29			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	15		15	15		15			0	18		18			0
31.0	ADP Software purchases			0			0			0			0			0
Subtotal OC 31.0		28	0	28	67	0	67	0	0	0	46	0	46	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		328.3	-	328.3	370.6	-	370.6	0	0	0	400.0	-	400.0	0	0	0

Additional Mandatory Information

Dollars Used for Local Currency Purchases

\$23.50

\$33.90

\$44.90

Exchange Rate Used in Computations

Tg960:\$1 _____

Tg960:\$1 _____

Tg960:\$1 _____

25.6 Medical Care

**

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

2.1

0.5

0

0.5

0

Organization: USAID/Mongolia

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	2.1	2.2	4.3	0.5	1.2	1.7	0.5	5.9	6.4
Withdrawals			0			0			0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year			

Exchange Rate

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate

Org: USAID/Mongolia End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.4	0.4						0.8				0.1		0.1	0.2	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		0.5	1.5				2	2
Subtotal	0.4	0.4	0	0	0	0	0	0.8	0	0.5	1.5	0.1	0	0.1	2.2	3
Program Funded 1/																
U.S. Citizens *		1						1							0	1
FSNs/TCNs	1.5	1.5						3							0	3
Subtotal	1.5	2.5	0	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	1.9	2.9	0	0	0	0	0	4.8	0	0.5	1.5	0.1	0	0.1	2.2	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1.9	2.9	0	0	0	0	0	4.8	0	0.5	1.5	0.1	0	0.1	2.2	7

* Half of the time of the USPSC residing in Manila was devoted in providing program support to Mongolia. He is included in Manila's Workforce.

Org: USAID/Mongolia End of year On-Board FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0.4	0.4						0.8				0.1		0.1	0.2	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		0.5	1.5				2	2
Subtotal	0.4	0.4	0	0	0	0	0	0.8	0	0.5	1.5	0.1	0	0.1	2.2	3
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs	1.5	1.5						3							0	3
Subtotal	1.5	2.5	0	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	1.9	2.9	0	0	0	0	0	4.8	0	0.5	1.5	0.1	0	0.1	2.2	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1.9	2.9	0	0	0	0	0	4.8	0	0.5	1.5	0.1	0	0.1	2.2	7

[illegible]

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer				
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO				
12 Democracy				
14 Rural Development				
15 Food for Peace				
21 Private Enterprise				
25 Engineering				
40 Environment				
50 Health/Pop.				
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
TOTAL	1	1	1	1

Please e-mail this worksheet
in either Lotus or Excel to:
Maribeth Zankowski
@hr.ppim@aidw
as well as include it with
your R4 submission.

*please list occupations covered by other if there are any